



MARINE AVIATION LOGISTICS SQUADRON 31

CO's COMMAND PHILOSOPHY

March 2012

"'Duty' is the most sublime word in our language. Do your duty in all things. You cannot do more. You should never wish to do less."

— Robert E. Lee



Marines and Sailors of MALS-31,

I've attempted to condense those convictions that I see as vital to the success of any organization onto a single page. When it's boiled down, I see our continued successes being founded on basic, yet essential, principles. There is nothing magical here, nor is there anything that will be new to you, but the principles are enduring and truly form the ethos to which we all as Marines and Sailors subscribe. This is holy ground for me...please tread carefully.

MISSION: Never forget the reason for our squadron's existence is to support the infantry Marine on the ground by:

- **KEEPING AIRCRAFT FLYING** by providing the F/A-18 squadrons of MAG-31 the highest level of material readiness and logistical support in the Department of the Navy.
- **ENSURING UNEQUALLED PERSONNEL DEPLOYMENT READINESS** by attaining and maintaining the highest level of required Marine Corps "Green Side" training in order to perform the other missions associated with deployments. The axiom of *"Every Marine is a Rifleman"* is not just some flashy catch-phrase....just ask the Marines of VMAQ-2 who deployed to Bagram Air Base, Afghanistan in May 2010.
- **DEVELOPING MARINES AND SAILORS:** One of the most important responsibilities of every leader in this squadron is to train and develop Marines and Sailors in their charge. We owe it to our Corps and to those who come after us to develop the leaders of tomorrow.
- **CARING FOR THE STINGER FAMILY:** **The Stinger Family** has two dimensions. The first is made up of the Marines and Sailors of MALS-31...**we are brothers and sisters in arms**. The second dimension is made up of those to whom we go home every night. We will ensure we care for each other and our families—**The Stinger Family**. It's simply the right thing to do. Family readiness is a force multiplier. Family readiness + unit readiness = mission accomplishment and quality of life.

ENABLERS, VALUES, AND GUIDANCE:

- **CHARACTER:** Our standards and core values of *Honor, Courage, and Commitment* will always come first and will not be compromised by the demands of our mission or other circumstances that arise in life. We will always do the right thing.
- **INTEGRITY:** At the apex of honor is *integrity*. In part, this means being true to our Corps, the mission, our fellow Marines and Sailors, families, and ourselves. This requires self-discipline and selflessness. Our personal conduct, appearance, and professional skills must always reflect the highest in military virtues, remain consistent with Marine Corps lore, and always be above reproach. We shall epitomize what the American people have come to expect from their Navy-Marine Corps Team.
- **DIGNITY:** Our Marines and Sailors are national treasures on loan to us from America. They have earned the titles of *United States Marine* or *United States Sailor* and deserve the respect that comes with that distinction. **I will not tolerate any behavior—physical, verbal, or mental—which removes the dignity of any of our Marines or Sailors...nor will you.**
- **COMPETENCE:** *"Be Technically and Tactically Proficient."* Every Marine and Sailor in this squadron should be trained, skilled, and confident in his or her respective MOS.
- **LEADERSHIP:** Leaders...lead those in your charge well. Leadership requires commitment, both time and effort. Taking care of our Marines, Sailors, and their families 24/7 is our duty...that's why they call us *Semper Fidelis*.
- **EITB:** Excellence In The Basics.
- **COMMUNICATION:** Information must flow up, down, and laterally. Never assume anything. Bad news does not get better with time. I will remain approachable and expect to be informed in a timely manner about issues that I can influence at my level of command or that may be critical to our higher chain of command. Don't be the senior Marine or Sailor with a secret. E-mail is often OK, but know when to pick up the phone or show up in person. BLUF....Bottom Line Up Front.
- **SAFETY:** If you're not being **safe**, you're not being **professional**. ORM is threat analysis and mitigation.
- **EMPOWERMENT:** I firmly support the empowerment of subordinates and decentralized decision making. Delegate, be proactive, and exercise initiative, but retain responsibility and accountability. Involve subordinates in the decision making process.
- **CONTINUOUS IMPROVEMENT:** Look for ways to improve things and learn from honest mistakes. *"A person who never made a mistake never tried anything new."* —Albert Einstein
- **BALANCE:** The best units are filled with individuals who have balance in their lives: work, training, PT, PME, family-time, finances, etc. I will rely on the leaders of this squadron to ensure we have the correct balance required to deliver what our Corps expects from us while maintaining high morale, quality of life, and living by our ethos.

I am honored to be your commander and serve in the best MALS in the Marine Corps, made so by the outstanding group of professionals who comprise it. God bless each of you, our country, and God bless the United States Marine Corps!

Semper Fidelis,

WILLIAM C. GRAY

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